



Private Sector Participant Guide

National Level Exercise 2011

Version 1.0



FEMA

This page is intentionally blank.

Table of Contents

NLE 11 Overview	1
NLE 11 Timeline	1
Exercise Background and Scenario	2
Exercise Objectives.....	2
NLE 11 Overarching Objectives.....	3
State Objectives	4
Exercise Play.....	5
Participant Options.....	5
1. Full Engagement—Planner and Player	6
2. Full Engagement—Simcell.....	6
3. Leadership Discussion Testbed.....	7
4. Self Directed—Downloadable Tabletop Exercise (TTX).....	7
5. Virtual Engagement	7
Participant Toolkit – Accessible to All Participants	8
Expected Participant Resource Requirements	8
Training Opportunities.....	8
Summary	10
Participant Registration Form.....	11

This page is intentionally blank.

NLE 11 Overview

National Level Exercise 2011 (NLE 11) is a White House directed, Congressionally-mandated exercise that includes the participation of all appropriate federal department and agency senior officials, their deputies and staff; and key operational elements. NLE 2011 will focus on regional catastrophic response and recovery activities between federal, regional, state, tribal, local and private sector participants.

Each NLE is designed to test major components of the National Response Framework (NRF) (<http://www.fema.gov/emergency/nrf/>)—which is the guide for how our Nation conducts incident management for all hazards as well as testing other Federal plans, policies, and procedures.

NLE 2011 will simulate the catastrophic nature of a major earthquake in the central United States, in the New Madrid Seismic Zone (NMSZ). The year 2011 is the bicentennial anniversary of the 1811 New Madrid earthquake, for which the NMSZ is named. NLE 2011 will be the first NLE to simulate a natural hazard.

NLE 2011 activities will take place at command posts, emergency operation centers and other locations to include federal facilities in the Washington D.C. area and federal, regional, state, tribal, local and private sector facilities in the eight member states of the Central United States Earthquake Consortium (CUSEC). The eight States are located in four different FEMA regions: Alabama, Kentucky, Mississippi, and Tennessee (FEMA Region IV); Illinois and Indiana (FEMA Region V); Arkansas (FEMA Region VI); and Missouri (FEMA Region VII).

NLE 11 Timeline

NLE 11 uses a building block approach to exercise design. Accordingly, there are numerous related activities leading up to and beyond the Functional Exercise (FE) being held May 16–20, 2011. The NLE 11 Exercise calendar is continuously updated based on Exercise planning and development outcomes. Currently the NLE 11 key dates are as follows:

- Final Planning Conference; April 6–7, 2011

This meeting serves as the final review for all exercise planning initiatives to ensure that exercise design has been thoroughly coordinated across all participating entities (both Government and Private Sector together).

- National Tabletop Exercise (TTX); April 13, 2011

This National TTX is designed to discuss critical issues that will then be more thoroughly tested during the Functional Exercise

- Great Shakeout; April 28, 2011

The Great Central U.S. Shakeout in April 2011 will involve more than 1 million people through a broad-based outreach program, partnership with the media, and public advocacy by hundreds of partners. This event is being organized by CUSEC and our Member States: Alabama, Arkansas, Kentucky, Illinois, Indiana, Mississippi, Missouri, and Tennessee. The Shakeout will be centered around a simultaneous drop, cover, and hold drill that will be held at 10:15 AM CDT on April 28, 2011. The drill is designed to

increase awareness and be a simple thing that can be done easily by many people. For more details and to learn how you and/or your organization can participate, go to www.cusec.org.

- Functional Exercise; May 16–20, 2011

The week-long capstone event in the National Level Exercise in which all participating Federal, State, Tribal and Private Sector entities interact to test the eight overarching Exercise Objectives defined during the planning process for NLE 11 at all levels of government (Federal, State and Local).

- National Recovery Seminar; TBD June, 2011

The National Recovery Seminar will consist of plenary and panel discussions. The seminar will open with welcome and keynote remarks, to include an overview of the National Disaster Recovery Framework (NDRF). Following the opening plenary session, a panel discussion will be offered to discuss lessons learned during the aftermath of and recovery from previous earthquakes and other disasters.

- National Recovery Tabletop Exercise; September 20–22, 2011

The recovery capstone event, the NLE 11 National Recovery Tabletop exercise, will be the first opportunity to explore the application of the draft NDRF using a large-scale, multi-State catastrophic disaster. The scenario will be derived from outcomes from the NLE 11 Functional Exercise.

Note these dates are subject to change. To learn more about these events contact FEMA's National Exercise Division at NEP@dhs.gov.

Exercise Background and Scenario

The purpose of NLE 11 is to prepare and coordinate a multiple-jurisdictional integrated response to a national catastrophic event. This scientifically plausible event results in catastrophic damage throughout the NMSZ.

In coordination with several exercise planning groups, FEMA's National Exercise Division (NED) has developed realistic damage prediction models based on this scenario. These models, along with specific infrastructure damage and other impacts required by participating organizations will form the underpinning damage ground truth that will be unveiled to NLE 11 participants during the course of the exercise.

The CUSEC has conducted significant research regarding the NMSZ and the potential catastrophic impact from an earthquake of this magnitude. Although the scenario and the scope of NLE 11 has been determined based on real world modeling data, there are some constraints placed in the exercise framework (known as artificialities) that are required in order to test specific objectives.

Exercise Objectives

A critical component to the Exercise is setting exercise objectives. Approved by the Secretary of Homeland Security and the Administrator of the Federal Emergency Management Agency, there are eight overarching National exercise objectives for NLE 11. Each State has additional specific

objectives that link to these national objectives. Also, each participating organization has an opportunity to create their own objectives based on the plans, policies, and procedures they may want to exercise and how they want to participate.

NLE 11 Overarching Objectives

The NLE 11 overarching objectives are:

1. **Communications:** Demonstrate the ability to maintain a continuous flow of critical information among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies and governmental officials for the duration of the earthquake response operation.
2. **Incident Management/Emergency Operations Center (EOC) Management:** Demonstrate the ability to effectively manage a catastrophic earthquake incident through multi-agency unified coordination.
3. **Citizen Evacuation and Shelter-in-Place:** Demonstrate the ability to assure affected and at-risk populations (and companion animals) are safely sheltered-in-place and/or evacuated to safe refuge areas in order to obtain access to medical care, shelter and other essential services, and are effectively and safely reentered into the affected area.
4. **Mass Care (Sheltering, Feeding, and Related Services):** Demonstrate the ability to provide mass care services (sheltering, feeding, and bulk distribution) for the affected general populations, services for functional-needs populations, and service animals, companion animals, and household pets.
5. **Critical Resource Distribution and Logistics:** Demonstrate the ability to identify, inventory, dispatch, mobilize, transport, recover, demobilize, track and record available human and material critical resources throughout all incident management phases.
6. **Emergency Public Information and Warning:** Demonstrate the ability of intergovernmental agencies and the private sector to execute an effective public official and national media strategy in response to a catastrophic earthquake through the effective receipt and transmission of coordinated, prompt, and reliable information regarding threats to public health, safety, and property, through clear and consistent information delivery systems. Assure this information is updated regularly and that it outlines the protective measures that can be taken by individuals and their communities during a catastrophic earthquake.
7. **Medical Surge:** Demonstrate the ability to rapidly expand healthcare resources to provide medical personnel, support functions, physical space and logistics support to deliver triage, treatment and medical care to the affected and at-risk populations within sufficient time to achieve recovery and minimize medical complications.
8. **Recovery:** Demonstrate the ability to implement recovery processes after a catastrophic earthquake, including the establishment of recovery priorities, the assessment of economic impact, and the coordination and implementation of recovery and relief plans to assure that individuals, families, businesses, and communities are provided with appropriate levels and types of relief with minimal delay.

State Objectives

The state objectives vary by State as follows:

Alabama
1. Situational Awareness
2. Public Information Management
3. Assessment (Infrastructure/Systems)—non-transportation
4. Transportation Management/Assessment (I-65, Corridor X, US72, I-465, other county roads as needed)
5. Shelter/Medical Operations
6. Logistics and Resource Management
7. Emergency Management Assistance Compact (EMAC)
Arkansas
1. Communications
2. Critical Resource Logistics and Distribution
3. Mass Care (Sheltering, Feeding, and Related Services)
4. Citizen Evacuation and Shelter in Place
5. Emergency Public Information and Warning
6. Emergency Operations Center (EOC) Management
7. Medical Surge
Illinois
1. Situational Awareness
2. State Common Operating Picture
3. Assessment (Infrastructure/Systems-SWET-MS)
4. Mobility/Transportation Management
5. Shelter / Shelter Operations
6. Logistics Request Management
7. EMAC
8. Point of Distribution (POD) Management
9. Communications
Indiana
1. Situational Awareness
2. Develop Common Operating Picture
3. Critical Facilities—Schools, Hospitals, Public Safety Buildings
4. Critical Lifelines—Transportation, Bridges, Highways, Railway, Airports, Bus Stations
5. Utility Lifelines
6. High Potential Loss Facilities—Dams, Nuclear Power Facilities, Military Installations, Levees, Hazmat Facilities
7. Establishment of Command and Control
8. Initial Response Activities
9. Sustainment of Response (25 + hours)
10. Failure of Commercial, Industrial, and Residential Structures—Non CI/KR
11. Addressing Human Needs—Logistics and Resources, Mass Care
Kentucky
1. Situational Awareness
2. Communications and Intergovernmental Liaison
3. Assessment Tracking and Reporting (Infrastructure/Systems-SWET-MS)
4. Search And Rescue Management
5. Mobility/Transportation Management

6. Medical Surge and Shelter Operations
7. Logistics Request Management
8. EMAC
9. Regional Emergency Coordination Centers (2-JRSOI)
10. Guard Response Operations
Missouri
1. Communications
2. Critical Resource Logistics and Distribution
3. Mass Care (Sheltering, Feeding, and Related Services)
4. Citizen Evacuation and Shelter in Place
5. Emergency Public Information and Warning
6. EOC Management
7. Medical Surge
8. Economic and Community Recovery
9. Medical Supplies Management Distribution
10. Search and Rescue
11. Fatality Management
Mississippi
1. Communications
2. Critical Resource Logistics and Distribution
3. Mass Care (Sheltering, Feeding, and Related Services)
4. Citizen Evacuation and Shelter in Place
5. Emergency Public Information and Warning
6. EOC Management
7. Medical Surge
8. Search & Rescue
9. Restoration of Lifelines
10. Firefighting Operations/Support
Tennessee
1. POD Management
2. Communications
3. EOC Direction and Control
4. Emergency Public Safety and Security Response
5. Critical Resources Logistics and Distribution
6. Emergency Triage & Pre-Hospital Treatment and Medical Logistics Distribution

Exercise Play

Federal level exercise play will occur 24/7, with some agencies simulated if not playing at all hours. State exercise play will be available with live interaction or via simulated play 24/7 as well.

Participant Options

In order to provide an opportunity for organizations to participate in a variety of ways, based on their needs and objectives, the following options describe specific opportunities that enable private sector organizational play.

1. Full Engagement—Planner and Player

This option incorporates the participant organization into the full spectrum of NLE 11 design, development, and conduct, allowing the organization the opportunity to plan and play in NLE 11. This selection:

- Is limited to organizations that routinely engage in the protection, mitigation, response, restoration, and recovery elements as they would if this were a real-world event.
- Requires that an organization assign a dedicated planner to attend planning meetings and receive communications regarding NLE 11.
- Requires that an organization assign dedicated player(s) to play in the exercise.
- Requires a commitment to play at a specific time and for a specific duration during NLE 11.
- Allows for full participation in the planning of the exercise including providing scenario input, developing injects for the Master Scenario Events List (MSEL), and pre-identifying additional participants within their organization to be “players”.
- Recommends incorporating organization’s exercise objectives into overall Exercise objectives to test linkages between government and Private Sector.
- Will enable access to Exercise tools such as LLIS.gov and VNN.com.
- To register or obtain additional information regarding this option, email Private.SectorNLE@dhs.gov.

2. Full Engagement—Simcell

This option provides opportunities to designate Subject Matter Experts (SMEs) to review exercise plans and the scenario to ensure it accurately reflects real-world private sector ground truth.

This option also provides opportunities for SMEs to support the Simulation Cell (Simcell). The Simcell simulates Private Sector entities that may not be playing in the exercise by providing a response to a player submitted question. The National Simcell will encompass (and be co-located with) the National Private Sector Simcell. This selection:

- Requires that an organization assign a dedicated planner to attend planning meetings and receive communications regarding NLE 11.
- Requires organizations allow the Simcell participant to attend Simcell training provided during the Exercise development process (prior to the Functional Exercise conduct). This will include becoming familiar with the exercise scenario and critical ground truth elements.
- Allows private sector simulators help to ensure NLE 11 will have accurate replication of private sector functions, decisions, and insight in the Simcell during the exercise.
 - The Private Sector Simcell will be organized and conducted primarily as a virtual capability. This will include push and pull of information across the critical infrastructure sectors and other private sector companies and organizations utilizing a variety of collaboration tools

- Some States may have private sector simulators in their State Venue Control Cell / Simcell.
- Will enable access to Exercise tools such as LLIS.gov and VNN.com.
- To register or obtain additional information regarding this option email Private.SectorNLE@dhs.gov.

3. Leadership Discussion Testbed

- Discussion-based exercise designed specifically for pre-identified Private Sector related organizations.
- These organizations will test their external response; however it will include a series of discussions involving the leadership team. Topics would include:
 - How would the organization/facility mitigate its own issues?
 - How would the organization/facility assist in the overall response?
 - How would the organization/facility re-initiate production/services?
 - How would the organization/facility ensure business continuity and resiliency?
- Will encourage organizations provide feedback to Federal partners regarding their findings; including what additional information, resources, or other requirements they would look for from Federal partners.
- Requires a commitment to play at a specific time and for a specific duration during NLE 11.
- To register or obtain additional information regarding this option, email Private.SectorNLE@dhs.gov.

4. Self Directed—Downloadable Tabletop Exercise (TTX)

This option enables an organization to participate in a scaled down version of NLE 11. This selection:

- Provides all required tools and information in a downloadable format that is customizable to suit an organizations exercise needs.
- Encourages organizations to conduct their own Exercise that will address critical objectives being tested during the National Level Exercise
- Enables an organization to conduct this TTX at any time – not just during NLE 11.
- Allows businesses and organizations of all sizes to participate in NLE 11 and address critical response and recovery issues.
- To register or obtain additional information regarding this option, email FEMA-Private-Sector@dhs.gov.

5. Virtual Engagement

This option provides participants with a flexible and meaningful way to participate in NLE 11 – whether they are a business owner, a responder, or an individual interested in how they can prepare for and help respond to an incident of significant magnitude. This selection will enable

participants to follow the flow of the exercise and afford them the opportunity to consider the impact on their own environment. Additionally, this option:

- Provides scenario and exercise updates at regular intervals.
- Offers opportunity for input and feedback related to the Exercise Objectives both in and outside of the impacted area.
- Seeks input and feedback on specific topics related to FEMA's Whole Community initiative and/or NLE 11 that will help inform the recovery component of the Exercise, drive Federal evaluation and corrective action development, and provide input to ongoing FEMA Whole Community initiatives and exercises extending far beyond the conclusion of NLE11.
- To register or obtain additional information regarding this option, email NEP@dhs.gov

Participant Toolkit – Accessible to All Participants

At each level of participation various tools will be accessible to participants. These tools include, but are not limited to, the following:

- Access for exercise planners to NLE 11 exercise planning documentation via the Lessons Learned Information Sharing (LLIS) System website
- Access to NLE 11 player, controller, and evaluator briefing materials
- Access to the Exercise Planning Calendar, hosted on the LLIS website
- Access to preparatory training events and web-based courses
- Access to NLE 11 fact sheets and FAQ documentation via LLIS
- Access to NLE 11 overview video via LLIS

Expected Participant Resource Requirements

Depending on the level of participation an organization chooses to engage in, there are varying resource requirements. At a minimum one person should be designated as the Exercise liaison (Exercise Planner). The role of this person is to be familiar with all aspects of the Exercise so they can work with their organization to determine how and when they want to be involved in the Exercise. Additional details will be provided based on level of participation.

Training Opportunities

Leading up to NLE 11 there are numerous opportunities to participate in NLE 11 related training courses. The Federal Emergency Management Agency's (FEMA) National Exercise Division (NED), in coordination with the Emergency Management Institute (EMI), has developed a series of "Highly Recommended Training" courses intended on delivering just-in-time training for a multitude of topics ranging from Resource Management to Incident Command System and Emergency Operations Center Interface.

The full listing of training classes being offered can be found in the NLE 11 Training Guide that can be used as a reference document for the training to be provided for NLE 11. This guide lists the eleven highly recommended training courses, suggested audience types for each class (Federal Headquarters, Federal Regional, State/Local/Tribal, and Private Sector/Nongovernmental Organization (NGO), dates and times, delivery methods, and information on how to register. It also outlines those currently existing programs that are considered “Additional Recommended Training” for prospective NLE 11 players. All of the highly recommended training courses will be offered via the Internet as a Webinar or Video Teleconferencing (VTC) session.

It should be noted that these courses are not a prerequisite for participation in NLE 11, but are designed to assist in preparing players for their roles in the exercise. Furthermore, these programs are not intended to fulfill the minimum requirements for player performance, but should be considered as an additional source for learning.

The highly recommended training courses and course dates are as follows:

NOTE: Many of the courses have been offered live via webcast. Most will be available in an online downloadable format. As soon as it becomes available information on where to access these courses in the downloadable format will be made available on LLIS. In the meantime, contact NEP@dhs.gov for further information.

- New Madrid Seismic Zone (NMSZ) Overview Plan (COMPLETED)
- New Madrid Seismic Zone (NMSZ) Earthquake Effects (COMPLETED)
- Resource Management Training (COMPLETED)
- Citizen Preparedness, Response, and Recovery Training (COMPLETED)
- Joint Information System/Joint Information Center Training (COMPLETED)
- Incident Action Plan (IAP) Training, February 21–25, 2011 (COMPLETED)
- Response Doctrine and Incident Management Training (NRF), (COMPLETED)
- Incident Command System (ICS)/Emergency Operations Center (EOC) Interface Training, March 7–11, 2011
- Medical Surge Awareness Training, March 14–18, 2011
- Mass Care and Housing Awareness Training, March 21–25, 2011
- Advanced Incident Command System (ICS) Training (Exercise Specific) for Unified Area Coordination Group, April 4–8, 2011

To register for any of the highly recommended training programs, you can click on the available links in the Training Guide (under separate cover), or visit the following URL: https://www.seeuthere.com/NLE2011_Highly_Recommended_Training_Site.

Summary

This document is intended to serve as a resource for Exercise participants. Although comprehensive in nature, due to the Exercise scale and scope, changes will occur. As the designated planner/Point of Contact for your organization during NLE11, there are numerous resources available to assist you in maximizing your organization's participation. A key source is www.llis.gov where you can locate all NLE 11 related information (you will need to have registered at www.llis.gov and requested access to the NLE 11 Channel and PSWG NLE 11 Channel). In order to support your participation a general NLE 11 mailbox dedicated to Private Sector has been established. It is monitored continuously and responses are timely. Please email any questions you have to Private.SectorNLE@dhs.gov.

Participant Registration Form

National Level Exercise 2011 | Department of Homeland Security (DHS)
Private Sector | Exercise Planning Team (EPT) | Submit to: Private.SectorNLE@dhs.gov

General Data	
Organization:	
Primary Point of Contact Name:	Title:
E-mail:	Address (city, state):
Phone:	
Type of business:	
Critical Infrastructure: <input type="checkbox"/> YES <input type="checkbox"/> NO	
If “yes,” what Sector (Energy etc.):	
Exercise Planning Data	
<i>Please review definitions below and then check all participation options that apply.</i>	
<input type="checkbox"/> Full Engagement—Planner/Player	<input type="checkbox"/> Full Engagement – SimCell
<input type="checkbox"/> Leadership Testbed	<input type="checkbox"/> Self-Directed Downloadable TTX
<input type="checkbox"/> Virtual Engagement	
Options:	
1. Full Engagement—Planner and Player <p>This option incorporates the participant organization into the full spectrum of NLE 11 design, development, and conduct, allowing the organization the opportunity to plan and play in NLE 11. This selection:</p> <ul style="list-style-type: none"> ▪ Is limited to organizations that routinely engage in the protection, mitigation, response, restoration, and recovery elements as they would if this were a real-world event. ▪ Requires that an organization assign a dedicated planner to attend planning meetings and receive communications regarding NLE 11. ▪ Requires that an organization assign dedicated player(s) to play in the exercise. ▪ Requires a commitment to play at a specific time and for a specific duration during NLE 11. ▪ Allows for full participation in the planning of the exercise including providing scenario 	

input, developing injects for the Master Scenario Events List (MSEL), and pre-identifying additional participants within their organization to be “players”.

- Recommends incorporating organization’s exercise objectives into overall Exercise objectives to test linkages between government and Private Sector.
- Will enable access to Exercise tools such as LLIS.gov and VNN.com.
- To register or obtain additional information regarding this option, email Private.SectorNLE@dhs.gov.

2. Full Engagement – Simcell

This option provides opportunities to designate Subject Matter Experts (SMEs) to review exercise plans and the scenario to ensure it accurately reflects real-world private sector ground truth. This option also provides opportunities for SMEs to support the Simulation Cell (Simcell). The Simcell simulates Private Sector entities that may not be playing in the exercise by providing a response to a player submitted question. The National Simcell will encompass (and be co-located with) the National Private Sector Simcell. This selection:

- Requires that an organization assign a dedicated planner to attend planning meetings and receive communications regarding NLE 11.
- Requires organizations allow the Simcell participant to attend Simcell training provided during the Exercise development process (prior to the Functional Exercise conduct). This will include becoming familiar with the exercise scenario and critical ground truth elements.
- Allows private sector simulators help to ensure NLE 11 will have accurate replication of private sector functions, decisions, and insight in the Simcell during the exercise.
 - The Private Sector Simcell will be organized and conducted primarily as a virtual capability. This will include push and pull of information across the critical infrastructure sectors and other private sector companies and organizations utilizing a variety of collaboration tools
- Some States may also have private sector simulators in their State Venue Control Cell and/or Simcell.
- Will enable access to Exercise tools such as LLIS.gov and VNN.com.

To register or obtain additional information regarding this option email Private.SectorNLE@dhs.gov.

3. Leadership Discussion Testbed

This option provides participants with a discussion-based exercise designed specifically for pre-identified Private Sector related organizations.

- These organizations will test their external response; however it will include a series of discussions involving the leadership team. Topics would include:
 - How would the organization/facility mitigate its own issues?
 - How would the organization/facility assist in the overall response?
 - How would the organization/facility re-initiate production/services?

- How would the organization/facility ensure business continuity and resiliency?
- Will encourage organizations provide feedback to Federal partners regarding their findings; including what additional information, resources, or other requirements they would look for from Federal partners.
- Requires a commitment to play at a specific time and for a specific duration during NLE 11.
- To register or obtain additional information regarding this option, email Private.SectorNLE@dhs.gov.

4. Self Directed – Downloadable Tabletop Exercise (TTX)

This option enables an organization to participate in a scaled down version of NLE 11. This selection:

- Provides all required tools and information in a downloadable format that is customizable to suit an organizations exercise needs.
- Encourages organizations to conduct their own Exercise that will address critical objectives being tested during the National Level Exercise
- Enables an organization to conduct this TTX at any time – not just during NLE 11.
- Offers businesses and organizations of all sizes to participate in NLE 11 and address critical response and recovery issues.
- To register or obtain additional information regarding this option, email FEMA-Private-Sector@dhs.gov.

5. Virtual Engagement

This option provides participants with a flexible and meaningful method to participate in NLE 11—whether they are a business owner, a responder, or an individual interested in how they can prepare for and help respond to an incident of significant magnitude. This selection will enable participants to follow the flow of the exercise and afford them the opportunity to consider the impact on their own environment. Additionally, this option:

- Provides scenario and exercise updates at regular intervals and access to VNN.com
- Offers opportunity for input and feedback related to the Exercise Objectives both in and outside of the impacted area.
- Seeks input and feedback on specific topics related to FEMA’s Whole Community initiative and/or NLE 11 that will help inform the recovery component of the Exercise, drive Federal evaluation and corrective action development, and provide input to ongoing FEMA Whole Community initiatives and exercises extending far beyond the conclusion of NLE11.
- To register or obtain additional information regarding this option, email NEP@dhs.gov.

Location (check all that apply):

☐ National ☐ Regional ☐ State ☐ Local

Anticipated number of players:

Expectations:		
Access to Tools <i>Choices = "Needed" or "Already have"</i>		
HSEEP Toolkit:	HSIN:	LLIS:

Print Name**Signature****Date**